

DRAMATICALLY IMPROVING USMC SAFETY PERFORMANCE

Leadership, Climate, Systems and Performance

**Supporting the United States Marine Corps
Accident Reduction Initiative –
Phase II: Development of Action Plans**

Prepared for

**General Nyland
Executive Safety Board Meeting
United States Marine Corps**

Prepared by



Behavioral Science Technology, Inc.
417 Bryant Circle
Ojai, California 93023
(805) 646-0166
www.bstsolutions.com
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Executive Summary

In response to the leadership commitment of the USMC to improve safety performance to meet current and anticipated challenges, Behavioral Science Technology, Inc. (BST) was commissioned to assess the overall USMC safety system, climate and culture and to make specific recommendations consistent with high-performing organizations in regard to mishap reduction. “Do no harm” in terms of diminishing the warfighting ethos of the Marine Corps served as a guiding principle throughout this assessment and action plan development.

As a result of that assessment BST recommended that three teams be created with the intent of developing actionable plans to achieve the objective of expanding the culture in the United States Marine Corps so as to enhance Marine Corps readiness for combat and to reduce mishaps in the Corps. The three teams were: Safety Climate Team, chaired by General Nyland, ACMC; Behavioral Safety Design and Implementation Team, chaired by Brigadier General Ghormley; and Safety Systems Design and Implementation Team, chaired by Major General Jones.

The three teams aligned on a recommended strategy of systematically improving the culture through a comprehensive enhancement of *leadership, accountability, and professionalism*. As a direct result the value for mishap prevention will be more clearly visible and integrated into the Marine Corps ethos. The objective is to clearly leverage and retain the many positive characteristics of the Marine Corps culture that have led to the Corps’ impressive track record of accomplishment, while enhancing consideration for combat force preservation through mishap prevention. *The key principle is that a Marine is a professional and a Marine – 24/7.*

This will be accomplished by using the following model:

- Define and share expectations around *values and objectives* in regard to mishap prevention
- *Develop and strengthen specific skills* for leaders within the Corps necessary to allow them to successfully implement the changes necessary to sustain the culture
- Build a systematic *accountability* process to ensure critical behaviors are incorporated into the day-to-day life of Marines
- *Identify, define and influence behaviors* that are consistent with the new culture
- *Monitor and measure performance* to ensure attainment of desired outcomes are occurring and to allow for continuous improvement

Leveraging the strength of the Marine Corps, the main vehicle to drive the expansion is a mentoring process at all levels of leadership. The elements will be supported by a comprehensive communication plan and system changes that are designed to facilitate and sustain a culture in which a *Marine is a Professional, 24 hours a day, 7 days a week*. One of the by-products of this cultural change will be mishap reductions.

The three teams began meeting in May and continued through July 29, 2004. Each team met five times to review the findings of the Phase I assessment completed in February 2004. Their task was to develop actionable plans to address assessment findings and to

strengthen the safety culture of the USMC. In total, 17 action items have been developed to strengthen various aspects of the overall mishap prevention system (see Appendix A for detailed descriptions). The Systems and Behavioral teams presented these action items to the ACMC and the Climate team on August 13, 2004. It was decided at that meeting to present the plan to the Executive Safety Board at its meeting on September 21 & 22 for formal approval of the plan.

In addition to the development of the 17 action items, significant alignment of key issues and beliefs has occurred as a result of the team meetings and interactions.

To create stronger internal capability and to satisfy the need for sustainability, the United States Marine Corps Internal Consultants have been assessed and selected. Training is planned to begin no later than September of 2004. These internal experts, once trained, will become a key leverage point for continuous improvement in achieving the objective of enhancing force preservation within the Corps.

When the Phase II plan is completed, reviewed, and approved, Phase III can begin. Phase III involves implementation of the action items.

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1. Overview

In 2000, a USMC Safety Campaign Plan was established outlining a safety strategy and goals with support directly from the Commandant of the Marine Corps. This unprecedented initiative was designed to elevate the importance of safety, recognizing it as a vital element of assuring the warfighting readiness of the Marine Corps.

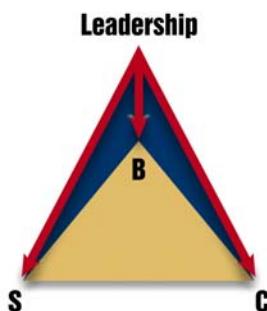
In May 2003, Secretary Rumsfeld further challenged the Department of Defense to reduce mishaps and accident rates by 50% by the end of 2005. In response to these challenges, CMC (SD) began development of an approach to reduce accidents and mishaps in all aspects of safety worldwide.

CMC (SD) contracted with Behavioral Science Technology, Inc. (BST) for an overall safety system assessment that would include recommendations on methods not only to achieve the 50% accident reduction goal established by SECDEF, but more importantly to enhance the culture within the USMC so that improvement could be sustained over the long term.

The assessment of the USMC safety systems, climate, and culture (referred to as Phase I) was completed in February 2004 (see “Dramatically Improving U.S. Marine Corps Safety Performance” dated March 2004).

Following the assessment, Phase II was initiated to develop a specific action plan for addressing mishap prevention and culture improvement in respect to professionalism, warfighting readiness, and being a Marine 24/7. In this Phase, three teams of USMC officers and enlisted (SNCO, NCO, and junior Marines) were convened to work with CMC (SD) staff and BST. Two of the teams (Systems and Behaviors) addressed specific focus areas for change, while the third team (Culture) served to coordinate the effort of the other two. This report summarizes the results of the Phase II effort.

2. Recommendations based on high-performing organizations model



In the Phase I assessment, the model of high-performing organizations was used as a guide. Four elements were defined in the model. They were climate or culture, leadership, behavior, and systems. All four elements interact as a system to determine the level of an organization's effectiveness.

When individuals live and work within an organization with a strong culture, it puts its stamp on them. The culture of the United States Marine Corps is exceptionally strong and drives performance within the Corps.

Culture moderates change and is deeply conservative. In any organization, the culture we see today is a historical phenomenon, derived on the basis of what worked in the past.

Because it is based on what worked, it is self-sustaining and resists change. This is why you cannot change culture simply by mandating a new policy or procedure. Performing duties and responding to subordinates as it has always been done will not shift the culture.

Culture is important in that it guides individual behavior. Culture consists of the unwritten rules of conduct -- the implicit, unspoken standards that exist in an organization. Culture is a reflection of shared perceptions, beliefs, and behaviors¹. It is related to unstated assumptions. If we change those perceptions and beliefs, we change culture.

Individual's perceptions and beliefs are influenced by a variety of factors subject to intervention. A critical factor is an individual's interactions with his / her immediate superior, which strongly influences that individual's perceptions and beliefs about the Corps. These interactions with an immediate superior inform the individual about the Corps' real values. There are dozens of these interactions each week. A lasting change in the leadership behavior of immediate superiors (Fire Team Leader, Squad Leader, Platoon Leader, Company Commander, and General Officer) will influence culture. However, in the absence of changes in the way leaders' think, feel and act, cultural change is not likely to occur. These leadership behavior changes must start at the top of the organization and then filter down to the lowest level of leadership.

Although necessary, changing leadership behaviors alone is not sufficient for culture change. Success in enhancing the USMC culture depends on changing behavior of people throughout all levels of the organization. At the top of the organization the key behaviors are leadership behaviors, while at the lower levels in the organization (where mishaps occur) the key behaviors are more operational.

Changing individual behaviors, whether leadership behaviors or operational behaviors, requires an understanding and application of the behavioral sciences. As discussed in the Phase I Assessment report, behavior is controlled by consequences². People behave the way they do because the naturally occurring consequences favor those behaviors. To manage safety-related behaviors effectively, one must take charge of the antecedents³ and consequences that trigger and control the behaviors.

Building a strong mishap free culture requires focusing on the behaviors that reflect the desired culture. As those behaviors are performed more and more frequently, they become the cultural norm. This requires creating an atmosphere that is rich in the antecedents and consequences that trigger and reinforce the desired behaviors. It also requires identifying and eliminating, or minimizing the impact of those antecedents and consequences that trigger and reinforce undesirable behaviors.

¹ In this document, "behavior" refers to an observable act. There is no connotation of "good" or "bad" associated with behavior; it is merely something that we can observe.

² A consequence is anything that follows directly from a behavior. It reinforces that behavior or discourages the behavior from occurring again. An example of a consequence is recognition by a supervisor.

³ An antecedent is anything which precedes and sets the stage for a behavior. An example of an antecedent is a verbal order to perform a task.

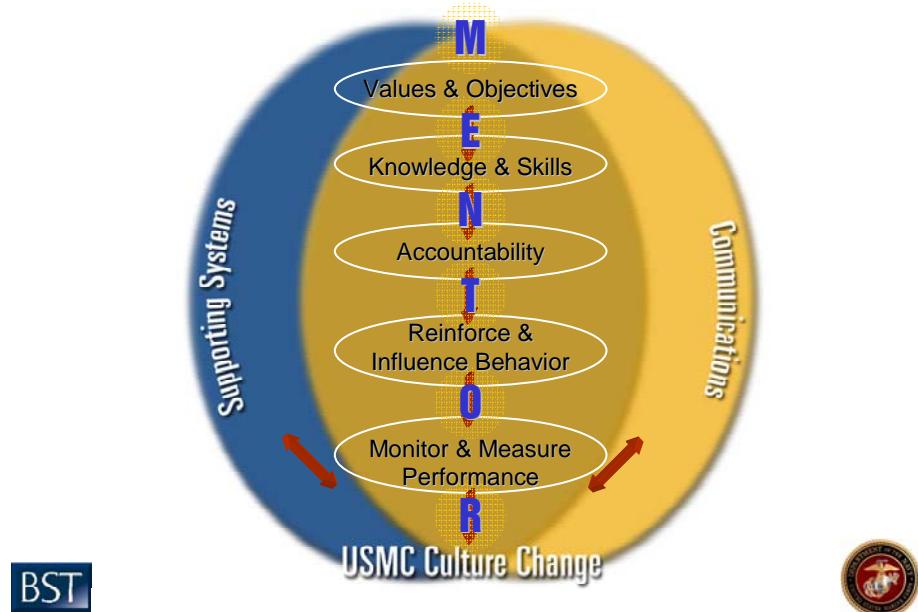
While leadership behaviors themselves are important direct sources of antecedents and consequences, organizational systems are also sources for antecedents and consequences. The consequences provided by systems are often explicit. For example, the system tells a Marine what is required for promotion, and if he or she behaves in those ways, the consequence is advancement. Systems can introduce less explicit consequences as well. For example, if a system is inefficient or ineffective, its very use punishes the person who is required to use it (a consequence.). In addition to their direct behaviors, leaders create antecedents and consequences through the systems they underwrite, and the recognition those systems provide.

The development of the action plan during Phase II was based on these principles. The plan is specifically designed to integrate mishap reduction into what is important in the life of all Marines (culture). They address system barriers, enhancing leadership at the lowest levels within the Corps, and providing specific behavior-focused mechanisms throughout the United States Marines Corps. Taken together, the action items in the plan will help the USMC establish the expectation that *a Marine is a professional and a Marine 24/7*.

3. Recommended Action Plan

The main focus of the action plan is to provide USMC leadership with the direction, skills, and tools to successfully lead this culture enhancement to increase combat readiness and reduce mishaps in the USMC. The main vehicle for this change will be a mentorship intervention process. The mentoring process is aimed at improving the leadership at all levels and at increasing the warfighting readiness of all units so as to retain the positive attributes of current combat deployments and to be prepared to engage and destroy the enemy at all times (*a Marine is a professional and ready for battle 24/7*). While focusing on leadership, the key elements that will be used are: defining values and objectives that focus on improving leadership; providing new knowledge and skills to Marine Corps leadership so they can achieve the objectives defined; refining the accountability processes to reinforce the importance this change is to Corps; reinforcing desired behaviors so that this cultural change becomes long lasting; and providing the leaders with the metrics they need to successful manage their units and soldiers. Figure 1 below depicts the strategy to be used.

USMC Cultural Imprinting and Behavior Change Strategy



Mishap reduction begins by clearly establishing and communicating the values and objectives of the organization for mishap prevention, so that there is no ambiguity within the ranks about the organization's goals and expectations. For the USMC, we recommend reestablishing values and objectives for mishap prevention that clearly establish the expectation that a Marine is a professional and a Marine 24/7. It should no longer be acceptable to separate mishap reduction from the mission of the USMC. Mishap reduction must be clearly connected to warfighting readiness and the long-term success of the Corps.

Once the values and objectives have been reestablished, Marines at all levels will be given the skills to be successful in this new culture. New skills include identifying behaviors critical to mishap reduction, collecting data to determine if you are making progress, identifying actions needed to correct the course, providing feedback in a way that has a definite impact on performance, and identifying barriers that are preventing Marines from behaving in a way that is consistent with the values and objectives of the Corps. These skills, when combined, become the focus / mentoring process for the Marine Corps.

Accountability is valued in the USMC; however, it has not been applied to mishap reduction and at the lowest leadership levels as effectively as it could be. In this initiative, an expectation will be established that all Marines will become proactive in preventing mishaps and in preserving the Corps ability to go to war. The NCO's creed specifically applies to this initiative: *"I am an NCO dedicated to training new Marines and influencing the old. I am forever conscious of each Marine under my charge, and by example I will inspire him to the highest standards possible. I will strive to be patient, understanding, just, and firm. I will commend the deserving and encourage the wayward."*

I will never forget that I am responsible to my Commanding Officer for the morale, and discipline and efficiency of my men and their performance will reflect a direct image of me.”

Appropriate mechanisms for influencing and reinforcing behavior must be created and used of which mentoring will be primary. A consistent mentoring process to be used by all Marines is an example of a mechanism that can be used. These mechanisms must be designed to encourage the desired behaviors – both leadership and operational behaviors – by recognizing and managing antecedents and consequences that drive behavior. To truly change the culture of the USMC, desired behaviors that improve mishap reduction must be reinforced and influenced on a daily basis. In addition, appropriate action must be taken to decrease those behaviors that contribute to mishaps. A significant method for influencing behaviors is performance feedback. Feedback is the mechanism for shifting behaviors from undesirable to desirable. This is particularly true if the behavior is within the control of the individual. Ensuring that antecedents trigger the desired behaviors and consequences reinforce them is a key responsibility of the leadership within the Corps. Ensuring that leaders are evaluated on these issues in their FitReps and in PRO/CONs will reinforce the value that mishap reduction is important to the USMC. A *behavior based mentoring process* established Marine Corps wide; to include all levels, will put the structure in place to allow a continuous and positive approach to be applied to supporting force preservation and combat readiness.

For this intervention to be sustainable, a monitoring and measurement process must be established. This requires determining what needs to be measured, how to measure, who will receive the data, on what frequency, and who is responsible for providing recognition for success and for taking corrective action when appropriate. This will allow leadership to be responsive to the data allowing for continued improvement. It is likely that as the initiative progresses, barriers will be discovered that prevent Marines from performing the desired behaviors. When this happens the desired behavior is outside the control of the individual, and the leadership must make changes in equipment, processes, or procedures - - in other words the leadership must remove or reduce the negative impact that these barriers are having on the desired behaviors.

With these five elements ((A) values/objectives; (B) skills; (C) accountability; (D) reinforce & influence behaviors; and (E) monitor & measure performance) in place and supported by appropriate technical resources and a well thought out, on-going communication plan, the objective of enhancing the culture of strong leadership and teamwork within the United States Marine Corps to support mishap reduction for force preservation can be achieved.

Each element in the mishap reduction strategy has multiple action items. Individual action items can and do impact multiple elements in the intervention. As shown, some items appear multiple times in the following list. Each action item is numbered based on when it was identified and explored for possible inclusion in the overall action plan. The numbering system does not reflect any sense of priority or significance. They action items are described in detail in appendix A. Below is a summary of the action items as they

relate to an element of the intervention plan, and these relationships are depicted in Figure 2.

A. Values and Objectives

S – 1: Safety is seen as a detriment to an individual's career. Improve how safety is valued within the Corps.

S – 5: Include force preservation / mishap reduction in the FitRep system.

S – 6: PRO/CONs – include behavioral language in PRO/CON document to ensure Junior Marines are evaluated on force preservation / mishap reduction activity.

S – 7: Clarify authority and responsibility for NCOs and SNCOs.

S – 8: Make mishap prevention visible by defining Safety Learning Objectives and being explicit with them during all training.

S – 12: Identify, establish and utilize well defined and comprehensive in-process, outcome, and behavioral measurements to allow for accurate assessment of USMC performance in force preservation.

B – 1: PMV focus: Develop/identify screening process to identify high risk drivers; develop and implement practical risk-based training; develop/identify an in-vehicle measurement/feedback tool to give instant feedback and passively collect anonymous data for trend analysis. Include establishing of expectations in NCO Behavior Based Safety (BBS) process; develop combat range hands on driving course for high risk drivers.

B – 2: USMC Leader-Behavioral Based / Mentoring Process development—train on Critical Behavior Inventory® (CBI®) development, data gathering, providing effective feedback, and identifying and removing barriers to desired behaviors.

B – 3: Mid-level (Company Grade Officers and Staff NCOs) training on Behavioral concepts and Positive Reinforcement Process.

B – 5: Behavior-Based Recognition Programs.

B – 6: Internal Consultant® (INCON®⁴) selection and training.

⁴ Internal Consultant® (INCON®) is a registered BST, Inc term that refers to employees of the implementing organization who are trained and coached by BST to become internal experts in Behavior Based Safety. The USMC will be developing a term for these individuals that is more relevant to the Corps.

C – 1: Communication Plan – sets the Commandant’s expectation for all Marines and provides an opportunity for all USMC leaders to participate in a 4 to 6 hours interactive Professional Military Education course to set the desired behaviors necessary for the culture change. It establishes speaking points to be used by all USMC leaders to ensure consistency in spreading the message about this change. Finally it provides for a regular dissemination of mishap data that unit leaders are to use to manage their units more effectively.

B. Provide Skills

S – 1: Safety is seen as a detriment to an individual’s career. Improve how safety is valued within the Corps.

S – 5: Include force preservation / mishap reduction in the FitRep system.

S – 6: PRO/CONs – include behavioral language in PRO/CON document to ensure Junior Marines are evaluated on force preservation / mishap reduction activity.

S – 7: Clarify authority and responsibility for NCOs and SNCOs.

S – 8: Make mishap prevention visible by defining Safety Learning Objectives and being explicit with them during all training.

S – 10: Improve safety data management systems - web based – user friendly – comprehensive providing leadership with sufficient capability to manage force preservation effectively.

S – 12: Identify, establish and utilize well defined and comprehensive in-process, outcome, and behavioral measurements to allow for accurate assessment of USMC performance in force preservation.

S – 15: Evaluate and update mishap investigation process to be able to generate behavioral root causes and providing the training necessary to allow leaders to be able to develop effective action plans.

B – 1: PMV focus: Develop/identify screening process to identify high risk drivers; develop and implement practical risk-based training; develop/identify an in-vehicle measurement/feedback tool to give instant feedback and passively collect anonymous data for trend analysis. Include establishing of expectations in NCO Behavior Based Safety (BBS) process; develop combat range hands on driving course for high risk drivers.

B – 2: USMC Leader-Behavioral Based / Mentoring Process development– train on Critical Behavior Inventory® (CBI[®]) development, data gathering, providing effective feedback, and identifying and removing barriers to desired behaviors.

B – 3: Mid-level (Company Grade Officers and Staff NCOs) training on Behavioral concepts and Positive Reinforcement Process.

B - 4: New recruit and junior Officer training will implicitly discuss mishap prevention as a force preservation issue.

B – 6: Internal Consultant® (INCON®) selection and training.

C – 1: Communication Plan – sets the Commandant’s expectation for all Marines and provides an opportunity for all USMC leaders to participate in a 4 to 6 hours interactive Professional Military Education course to set the desired behaviors necessary for the culture change. It establishes speaking points to be used by all USMC leaders to ensure consistency in spreading the message about this change. Finally it provides for a regular dissemination of mishap data that unit leaders are to use to manage their units more effectively.

C. Accountability

S – 5: Include force preservation / mishap reduction in the FitRep system.

S – 6: PRO/CONs – include behavioral language in PRO/CON document to ensure Junior Marines are evaluated on force preservation / mishap reduction activity.

S – 7: Clarify authority and responsibility for NCOs and SNCOs.

S – 10: Improve safety data management systems - web based – user friendly – comprehensive providing leadership with sufficient capability to manage force preservation effectively.

S – 15: Evaluate and update mishap investigation process to be able to generate behavioral root causes and providing the training necessary to allow leaders to be able to develop effective action plans.

B – 1: PMV focus: Develop/identify screening process to identify high risk drivers; develop and implement practical risk-based training; develop/identify an in-vehicle measurement/feedback tool to give instant feedback and passively collect anonymous data for trend analysis. Include establishing of expectations in NCO Behavior Based Safety (BBS) process; develop combat range hands on driving course for high risk drivers.

B – 2: USMC Leader-Behavioral Based / Mentoring Process development– train on Critical Behavior Inventory® (CBI®) development, data gathering, providing effective feedback, and identifying and removing barriers to desired behaviors.

D. Reinforce and Influence Behavior

S – 5: Include force preservation / mishap reduction in the FitRep system.

S – 6: PRO/CONs – include behavioral language in PRO/CON document to ensure Junior Marines are evaluated on force preservation / mishap reduction activity.

B – 1: PMV focus: Develop/identify screening process to identify high risk drivers; develop and implement practical risk-based training; develop/identify an in-vehicle measurement/feedback tool to give instant feedback and passively collect anonymous data for trend analysis. Include establishing of expectations in NCO Behavior Based Safety (BBS) process; develop combat range hands on driving course for high risk drivers.

B – 2: USMC Leader-Behavioral Based / Mentoring Process development—train on Critical Behavior Inventory® (CBI®) development, data gathering, providing effective feedback, and identifying and removing barriers to desired behaviors.

B – 3: Mid-level (Company Grade Officers and Staff NCOs) training on Behavioral concepts and Positive Reinforcement Process.

B – 5: Behavior-Based Recognition Programs.

B – 6: Internal Consultant® (INCON®) selection and training.

E. Monitor and Measure Performance

S – 5: Include force preservation / mishap reduction in the FitRep system.

S – 6: PRO/CONs – include behavioral language in PRO/CON document to ensure Junior Marines are evaluated on force preservation / mishap reduction activity.

S – 8: Make mishap prevention visible by defining Safety Learning Objectives and being explicit with them during all training.

S – 10: Improve safety data management systems - web based – user friendly – comprehensive providing leadership with sufficient capability to manage force preservation effectively.

S – 12: Identify, establish and utilize well defined and comprehensive in-process, outcome, and behavioral measurements to allow for accurate assessment of USMC performance in force preservation.

S – 15: Evaluate and update mishap investigation process to be able to generate behavioral root causes and providing the training necessary to allow leaders to be able to develop effective action plans.

B – 1: PMV focus: Develop/identify screening process to identify high risk drivers; develop and implement practical risk-based training; develop/identify an in-vehicle measurement/feedback tool to give instant feedback and passively collect anonymous data for trend analysis. Include establishing of expectations in NCO Behavior Based Safety (BBS) process; develop combat range hands on driving course for high risk drivers.

C – 1: Communication Plan – sets the Commandant's expectation for all Marines and provides an opportunity for all USMC leaders to participate in a 4 to 6 hours interactive Professional Military Education course to set the desired behaviors necessary for the culture change. It establishes speaking points to be used by all USMC leaders to ensure consistency in spreading the message about this change. Finally it provides for a regular dissemination of mishap data that unit leaders are to use to manage their units more effectively.

F. **Supporting Systems**

S – 1: Safety is seen as a detriment to an individual's career. Improve how safety is valued within the Corps.

S – 10: Improve safety data management systems - web based – user friendly – comprehensive providing leadership with sufficient capability to manage force preservation effectively.

S – 11: Improve systematic relationship between CMC (SD) and Naval Safety Center to allow ready access to needed analytical, planning, and programmatic services.

S – 12: Identify, establish and utilize well defined and comprehensive in-process, outcome, and behavioral measurements to allow for accurate assessment of USMC performance in force preservation.

S – 13: MOS resulting from Ground Safety training automatically gets recorded on individual's official military personnel file (OMPF).

S – 15: Evaluate and update mishap investigation process to be able to generate behavioral root causes and providing the training necessary to allow leaders to be able to develop effective action plans.

B – 2: USMC Leader-Behavioral Based / Mentoring Process development– train on Critical Behavior Inventory® (CBI[®]) development, data gathering, providing effective feedback, and identifying and removing barriers to desired behaviors.

B – 5: Behavior-Based Recognition Programs.

B – 6: Internal Consultant® (INCON®) selection and training.

G. Communication

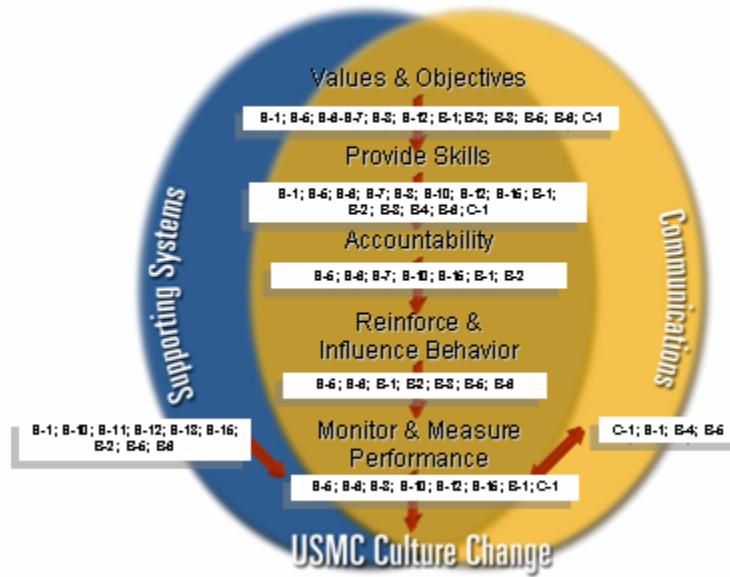
C – 1: Communication Plan – sets the Commandant’s expectation for all Marines and provides an opportunity for all USMC leaders to participate in a 4 to 6 hour interactive Professional Military Education course to set the desired behaviors necessary for the culture change.

S – 1: Safety is seen as a detriment to an individual’s career. Improve how safety is valued within the Corps.

B - 4: New recruit and junior Officer training will implicitly discuss mishap prevention as a force preservation issue.

B – 5: Behavior-Based Recognition Programs.

Figure 2 -- USMC Culture Change Strategy

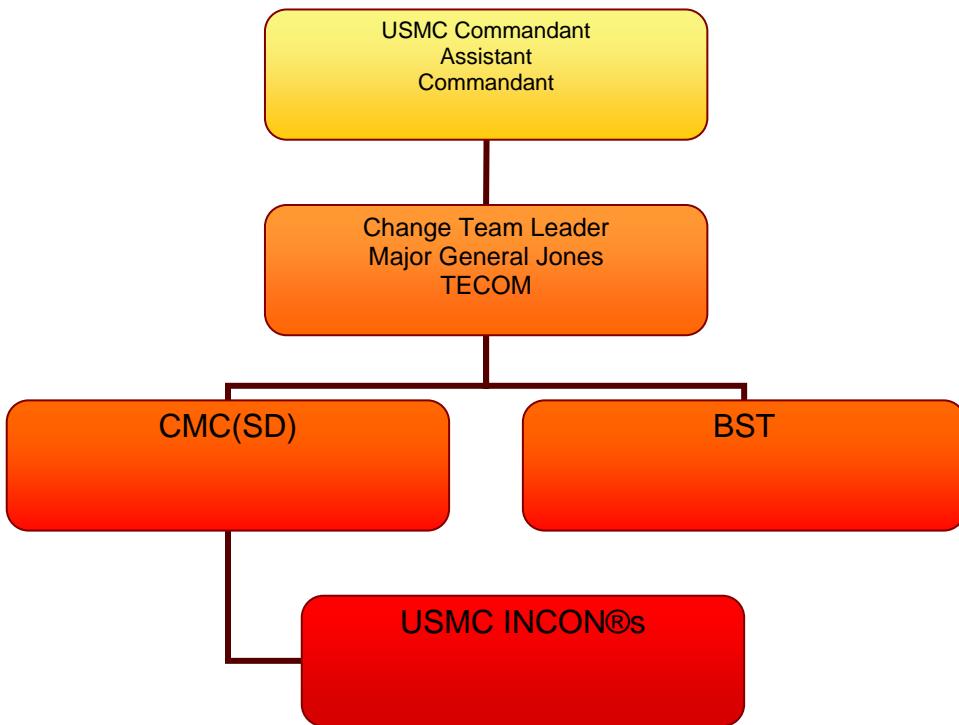


Note: This figure reflects the action items that impact the various elements of the culture change strategy.

4. Action Plan Implementation

The implementation of the 17 individual action items (Phase III) will take place over the next 18 months. A “Change Team” will be chartered to implement Phase III. The Change Team will provide continuity and guidance; help spread the initiative throughout the USMC and help address issues that inevitably arise during a change effort. Major General Jones of TECOM will lead the change team. CMC (SD) and the BST Project Team will provide technical process support and advice. This team will report to and be held accountable by the ACMC and ESB.

This change team will meet on a regular basis as is determined appropriate by the leader with the objective of reviewing the status of each action item to ensure appropriate resources are being allocated and to track completion of the items. Resources tasked with specific items will provide monthly updates on their action items to the Change Team. The team will provide monthly reports to the ACMC and progress reports to the ESB at their regularly scheduled meetings.



The USMC Internal Consultants (INCONs®) will provide a monthly update to CMC (SD) on the status of their activities and accomplishments. CMC (SD), with input from BST, Inc., will provide direction for the INCONs. The INCONs will meet with CMC (SD) and BST on a quarterly basis to review progress to date and develop future plans.

Specific examples of activities the Internal Consultants will be involved with from the MEF and their subordinate commands are:

- Training on the application of the behavior based methodology
- Implementing behavior based process at the FSSGs
- Along with BST and TECOM, developing a behavior based mentoring process that will be applied throughout the Corps.
- Analyzing mishap data for their organizations and providing input to action plans to address issues / barriers to mishap reduction
- Training leaders within the Corps on behavior based intervention strategies
- Monitoring the mentoring process, providing feedback to specific commands, suggesting changes and updates to local processes
- Reviewing PMV and motorcycle training components and potentially providing training in these areas
- Participating in audits to identify opportunities for process improvement and to provide success feedback
- Other Specific action as defined by CMC (SD)

5. Further Roll-out and Sustainability

Following implementation of action items (Phase III), the overall plan allows for further modifications and enhancements aimed at improving sustainability, coverage, and impact on the USMC culture (Phase IV.) This later phase will be designed based on data and experience generated during Phase III.

Appendix A

Individual Action Items

Action Item: C - 1

Issue: The message that Force Preservation/Safety is central to the success of the USMC being ready to engage the enemy has not been successfully communicated and understood by the USMC. The goal is to consistently and on a continuing basis get the message to all Marines using a systematic and sustainable methodology.

Root Causes:

The message has not been clear to all leaders

No systematic approach has been used to communicate the importance of Force Preservation

Leaders within the USMC have not focused on mishap reduction in a consistent and meaningful way

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Annual Commandant Safety Message video to be established. The first Commandant video will be distributed in the April 2005 time frame (6 months after the Marine Corps birthday video). Public Affairs Office with input from BST Inc. will be responsible for development of the video. Content of the video will include: Vision / Safety message Myths will be addressed in the video -Safety is “antithetical” to combat training -Safety has nothing to do with being a good Marine -No need to reward Marines for being safe Marines -Being mission driven and being safe are incompatible -“Safety Nazis” hamper the commander -Safety is a base function as opposed to a command function	USMC Public Affairs Office CMC (SD) BST	January 2005	Script developed Commandant's approval of script Video planned Video completed	Video distributed and viewed by all Marines	

<ul style="list-style-type: none"> -Safe is defined by end results as opposed to safe behaviors -Safety stops at the gate -Mishaps are inevitable -We don't have time for safety -Safety is just common sense -False beliefs about what NCOs may and may not do about discipline <p>USMC facts about safety/results</p> <ul style="list-style-type: none"> -How many Marines we are losing in non-battle field mishaps -Marine Corps assessment findings and plan forward -We hear you, we aren't walking the talk -We ARE going to change 	<p>What is expected of Marines in regard to:</p> <ul style="list-style-type: none"> ➤ Mishap reduction ➤ Professionalism ➤ How the Marine Corps values (Honor, Courage, Commitment) fit in this new culture ➤ Failure to perform won't be tolerated ➤ See TECOM focus group results for additional input 	<p>Sgt. Major of Marines video with the same message as the USMC Commandant targeted at the NCOs.</p>
	<p>Script developed Commandant / Sgt. Major of Marines' approval of script</p> <p>Video planned Video completed</p>	<p>January 2005</p>

<p>A Professional Military Education (PME) course will be developed in the form of a 4 to 6 hour workshop. The purpose is to educate and <u>engage all</u> leaders (NCOs and Officers) within the USMC in this culture change initiative. The PME is required to ensure all leaders embrace this change. The workshop will be interactive and focus on the activities related to the group attending the PME. The content of the PME will be:</p> <ul style="list-style-type: none"> - Opening statement of support for change from senior leader - Background information – assessment / findings - Conceptual basics of cultural change to include the model explaining why the need to address values, feelings, behaviors, and specifically what behaviors that will be required that are different than being performed now. - Exercises to drive experience of the new ways of thinking, feeling and acting in light of the values and how these may be different than previous ways of thinking, feeling and acting. - Review of the plan developed in Phase II and what to expect in the future. - Specifics identified as to how and where the participants fit into this culture change. 	<p>TECOM, BST, USMC INCONs</p>	<p>Jan 2005</p>	<p>PME content developed TECOM reviews content for format and language consistency</p>	<p>PME begins to be delivered to USMC Leaders</p>
	<p>CMC (SD) BST</p>	<p>October 2004</p>	<p>Speaking points are being used by USMC leaders</p>	<p>Speaking points are developed Method to communicate the availability and “location” of speaking points so that leaders have easy access to them Commandant shares his expectation that these points will be used</p>

Marine ethos. The points should explain the imperative to eliminate mishaps. It should also explain that this is going to be hard and it will take a new way of thinking, feeling and acting. It is worth making this change because the USMC can not continue to have the level of deaths and serious mishaps that occur in non-combat situations and still be prepared to go to battle.	Tools are going to be provided to help Marines and everyone is going to be working on the same things because failure to make this change is not acceptable.	Include role of XO in communication plan. Emphasize USMC Safety Campaign guidance and MCO 5100.29A	CMC (SD) Begin in October 2004	Draft of communication completed
Annual Safety results / performance article to be published in the Gazette and Leatherneck magazine Quarterly Mishap / Safety themes developed: Short articles for publications in Gazette and Leatherneck magazine with input from the Marine Internal Consultants	CMC (SD) January 2005	Articles written	CMC (SD) meets with INCONs and gets input for themes Articles written Videos scripted and produced	Themes, videos and articles published in magazines and on website, videos distributed.
Quarterly video to reinforce the safety message / theme – the INCONs will provide input for these videos in concert with the quarterly publication (short public service type announcements that CMC (SD) and operational counterparts develops for use.) Utilize ALMARS that set the stage for and reinforce the quarterly themes.	CMC (SD)	December	Statistics generated,	Report published on

website		2004		report format developed, report generated	Website
Include safety message in the C&P (Concepts and Programs Book)	CMC (SD) BST	January 2005		Message scripted, appropriate placement in C&P identified, incorporated in next publication	C&P has new message included
Use of award programs to focus on accomplishments and increase interest in safety at the base-level. Potential to create and publicize individual awards to recognize Marines for individual contributions to the safety of their peers and the base.	CMC (SD) BST	January 2005		Award programs drafted ACMC approves programs Award programs shared with all commands	Programs put into place Awards delivered
The contractor shall plan and coordinate production of communications and education materials in support of the Off-Duty Safety Program. Examples of products include fact sheets, posters, safety cards, videos on CD/DVD/web, presentations and promotional giveaways. In developing these materials, the contractor shall work with the government to develop overall themes, messages and design schemes that will be applied consistently across all media products to ensure target audiences readily identify the materials as belonging to CMC (SD).	URS, USMC Public Affairs, BST, CMC (SD)				

Roles and Responsibilities

Change Leader/Other	Position\Name	Role Description
Sponsor	Commandant USMC	Authorizes the change – provides resources

Advocate	ACMC; CMC (SD)	Brings ideas, influences outcomes
Implementer	CMC (SD), USMC INCONS, TECOM; BST	Actually does the work, seeks clarity – identifies barriers
Agent	BST, Inc.	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
BST Consultants	2	BST
TECOM	TBD	TECOM
USMC INCONS	5	CMC (SD)

USMC Impacts

Impacts	Impact Description or N/A
Culture	All Marines think, feel and act in a way that prevents mishaps without compromising the USMC mission
System	USMC Leaders will have easy access to speaking points about the new culture
Leadership	USMC leaders not only can effectively talk about the importance of mishap reduction and readiness, but their actions demonstrate a commitment to it
Behavior	Individual behavior of all Marines support

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All Marines will get this message and all leaders are expected to share the message
Connections	All Chains of Command will deliver and enforce the message
Competencies	Specific speaking points will be developed and shared with leaders for their use

Verification Mechanism

How do we know that the plan was performed?	Videos, articles, quarterly themes are published Marines have viewed the videos and articles USMC leaders will be using the speaking points developed and putting the key concepts in their own words PME will have been conducted and all leaders within the USMC will have attended them
How do know that it had the intended impact?	FiiReps and Pro/Cons will demonstrate people know about the changed culture and are embracing it. Mishaps will be reduced.

Action Item: S – 1 Systems Team Issue: Safety is seen as a detriment to an individual's career and therefore Marines try to avoid this assignment. This sends a negative message as to the value of safety within the Marine Corps.

Root Causes: Safety is viewed as “less important” to the Corps and can be harmful to career advancement when judged against other jobs (ops, maintenance, company commander).

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Review existing T/Os for safety billets .Place safety billets in ground units with XO. Regiment and Battalion safety MOS billets will be aligned with the XO.	MCCDC(TFS)	Begin October 2004		Draft T/Os Final T/Os	Published new T/O with safety MOS assigned as secondary MOS for BN/RG XO.
Place a Captain in each Regiment as the full time Safety Officer.	MCCDC(TFS) CMC(SD)	June 2005	Ongoing		IG Inspection results. NSC Safety Survey roll-up
Include role of XO in Climate Team Communications Plan. Emphasize USMC Safety Campaign Plan guidance and MCO 5100.29A.	ACMC CMC(SD)	TBD		Included in Script	Delivered by CMC.
Develop updated Training course for 9956 MOS	CMC(SD), TECOM and BST	Jan 2005		Draft course requirements provided to TECOM TECOM course provides first draft to	First Course taught

			CMC(SD)
Update USMC IG command inspection forms to reflect the T/O changes	CMC(SD) and BST	June 2005	Draft provided to IG
Monitor results and take action as/if necessary.	ESB	Ongoing	Change published to IG checklist Selection Board results presented to ESB

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	CMC	Authorizes action and provides resources
Advocate	CMC (SD)/MMOA	Provides ideas, influences outcomes
Implementer	CMC (SD)/MMOA	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
Agent		Facilitate, coach, technical expertise

USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Elevate position of safety officers.
System	Elevate position of safety officers.
Leadership	Commander will have command-select officers serve in safety billets, when available.
Behavior	Safety officer position seen as desirable billet.

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All officers who compete for command
Connections	CMC/MMOA/All officers

Competencies	Ground unit X.O.'s will be trained 9956 (Regt & Bn)
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Verification Mechanism

How do we know that the plan was performed?	ALMAR and MMOA CMD message state this requirement Captains assigned as full time safety billets at Regiment Updated training course completed USMC IG forms updated to reflect change
How do know that it had the intended impact?	Ground unit commanders recognize value of safety programs and they re-emphasize their on and off hours safety programs. At least one officer in each regimental size unit is dedicated to assist the commander in safety

Action item: S - 5

Systems Team Issue: Safety performance is not a FITREP category and therefore safety is not seen as an important measurement in NCO and Officer performance

Root Causes: Safety performance not currently graded by the Reviewing Officer. Safety is supposed to be addressed in Section I by Reporting Senior Promotion Boards and people who complete FitReps receive no training on criteria for assessing safety performance.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Require RO comment field for safety performance. Include safety words/terms in the body of the current FitRep.	M&RA (MMSB-30)	October 2004		ALMAR MCO New FitRep	Comments about safety performance are included in FitRep
Integrate new instructions into existing structure	TECOM/BST			Draft instructions developed	Instruction is provided in appropriate training

BST Consulting	BST	October 2004	Input provided	Anchors included in FitRep and in FitRep instructions (PES)
Team provide suggested safety performance anchors for FitRep instructions				

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	M&RA	Authorizes action and provides resources
Advocate	MM	Provides ideas, influences outcomes
Implementer	MMSB-30	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
Agent	BST	Facilitate, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
If known, include estimate	-5 Marine working group	CMC (SD), M&RA
If unknown, identifying resource requirements becomes Team action item		

USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Formal accountability
System	FitRep modification
Leadership	Emphasis on safety performance
Behavior	Stepped attention to safety

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All Marines who write or get a FitRep
Connections	All Marines E-5 to O-5 receive FitRep

Competencies	Reinforce safety as a “graded” event
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Verification Mechanism

How do we know that the plan was performed?	New FitReps and RO comments
How do know that it had the intended impact?	Board member outbrief

NOTE: See pages 63 through 65 for MMSB Paper

Action item: S - 6

Systems Team Issue: Safety performance is not addressed in PRO/CONs and therefore safety is not discussed between NCOs and Junior Marines and is not reinforced at the lowest levels within the USMC.

Root Causes: Current PRO/CON marks do not reinforce positive behavior with regard to safety and risk management.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Change IRAM.	TECOM	Begin June 2004	Draft IRAM MARAD	IRAM changed	
Training revised to include adjustments made to PRO/CONs process after initial evaluation of current training	TECOM		Draft training plans completed	TECOM training revised to include new PRO/CON process	
BST Consulting Team provide suggested safety performance anchors for PRO/CON instructions	BST	October 2004	Input provided	Anchors included in PRO/CON instruction.	

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	CMC, ACMC, SMMC	Authorizes action and provides resources
Advocate	M&RA, CMC (SD)	Provides ideas, influences outcomes
Implementer	M&RA (through IRAM)	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
Agent	Sgt. Majors; M&RA (MMEA)	Facilitate, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
If known, include estimate	8 Member working group	CMC (SD) and M&RA
If unknown, identifying resource requirements becomes Team action item		

USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Safety is important at the E-1 to E-4 level
System	Change to IRAM
Leadership	Serves as tool for leadership.
Behavior	Accountability is strengthened.

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All Junior Leaders and up who utilize PRO/CONs are trained and understand importance of new element
Connections	All commands using
Competencies	Training developed and provided to those using the evaluation tool

Verification Mechanism

How do we know that the plan was performed?	PRO/CONs have anchors that specifically relate to safety Junior Leaders have attended the training
How do know that it had the	Junior Marine Leaders are discussing safety / mishap prevention with their Junior Marines

intended impact?	Once the adjustments to the PRO/CON are made, you will see safety related, meaningful comments in the PRO/CONS Junior Marine performance results in will improve
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Action Item: S - 7

Systems Team Issue: The people who are positioned best to have a favorable impact on Junior Marines' behavior aren't impacting them in to the maximum extent possible because their ability to exert authority (role) has diminished from the strong history in the Marine Corps

Root Causes: Senior Leaders do not back up (perceptions and real) Junior NCOs and SNCOs

Decisions have moved up the Chain of command
Changes in the Barracks living systems (quality of life issue).

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Take list of questions to USMC JAG Officer for review, (See questions below)	TECOM (COS & Sgt. Maj.)	Oct 2004		Meeting with USMC JAG completed	Answers are identified
Integrate list of NCO/SNCO Authorities and Responsibilities into Entry Level, SOI, MOS and PMI Training (List is attached)	TECOM BST	April 2005		Meetings scheduled for material to be updated	Training material updated
Make available Corporals more visible as Leaders in SOI and MCT	TECOM			Specific opportunities identified	Corporals are in positions of leadership
Include expected role of NCO in initial Officer training,	TECOM	April 2005		Course material reflect change	First officer course includes updated role of NCO Materials
Change training course materials so that NCOs	TECOM	April 2005		Course material	NCO course contains revised material

know how to carry out their authorities appropriately			reflect changes	
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Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes action and provides resources
Advocate	TECOM/TECOM COS	Provides ideas, influences outcomes
Implementer	School Commander	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
Agent	Course Manager (? Correct title)	Facilitate, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
TECOM	5 member working group	TECOM, SJA, CMC (SD)

USMC Impacts

Impacts	Impact Description or N/A
Culture	Push Authority, Responsibility and Performance to appropriate level.
System	
Leadership	Strengthen Leadership in Marine Corps
Behavior	Specific leadership behaviors will be developed

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All Leaders
Connections	Connects all leaders to the mission
Competencies	

Verification Mechanism

How do we know that the plan was performed?	Authority and responsibilities clearly defined in training programs and NCOs and officers have participated in the training
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How do know that it had the intended impact?	Junior Marine Leaders are exerting their authority in leading Junior Marines and improved scores on the leadership and team factors on the Organizational Functioning Survey (OFS) for this group.
See page 65 through 67 for list of questions to pursue	

Action Item: S – 8

Systems Team Issue: Safety is invisible (embedded) during training and the actions taken to mitigate risks are not obvious to the trainees. Because of this trainees don't recognize that safety has been taken into account and is considered important to the USMC.

Root Causes: SLO are not part of courses of instruction
Safety is engineered in training exercises and operations but not specifically discussed.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Ask recruiters, MCRD and SOI instructors how to integrate safety concerns into training discussions. Ask for specific exercises and evolutions that are high risk and how risks are mitigated.	TECOM COS	Oct 2004		Request drafted	Request Sent
Recruiters, MCRDs and SOI provide answers	School Commander	Nov 2004		Responses begin coming in	Answer Provided
Direct Schools to incorporate safety discussions and SLOs into course of instruction, BST.	TECOM CG	Dec 2004		Content change identified	Directing Order sent
Recruiters, DI,SOI, and MCT instructor integrate into normal discussions	TECOM / BST	Jan 2005		Materials revised	First Course taught
DI School provide update training to current MCT's, DI's and SOI Instructors	School Commander	Jan 2005		First update training provided	Training provide to all active Instructor Cadre
Recruiters, DI's and SOI instructors begin integrating safety into normal instruction.	School Commander	Jan 2005		Plans developed to integrate	First Class receives updated training
Determine which TMI courses have SLO included.	TECOM			Potential impacted courses identified	Actual impacted courses identified

Incorporate SLO into those courses that do not currently include them.	TECOM		Materials that need changing identified	Materials changed to reflect SLO
Review quality of SLO instruction in those courses that currently include them. Improve where needed.	TECOM		Method to review quality identified	Quality of SLO instruction verified

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	TECOM	Authorizes action
Advocate	TECOM COS	Provides ideas
Implementer	School Commander	Seeks clarity – accomplishes task
Agent	Course Manager / BST	Facilitate / coach

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
TECOM – School Commander	8 personnel working group	TECOM & CMC (SD)
Instructors		TECOM

USMC Impacts

Impacts	Impact Description or N/A
Culture	Safety becomes visible early in each Marine's career.
System	Changes system to emphasize safety in all operations
Leadership	Engages all levels of Leadership in operations safety
Behavior	Safety related critical behaviors become visible to junior Marines

Critical Success Factors

CSF	How Integrated into Plan
Engagement	All Marine trainees are included in training
Connections	All instructors / users participate in the development of material changes
Competencies	Expertise of internal and external sources utilized

Verification Mechanism

How do we know that the plan was performed?	Report from school commander. Review/audit of selected courses
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How do know that it had the intended impact?	Junior Marines can explain how safety fits into the activities they are being trained on by being tested on SLOs
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Action Item – S-10

Systems Team Issue: Lack of an adequate safety data management system that is user friendly, comprehensive, and able to provide leaders at all levels with sufficient safety data to effectively manage safety.

Root Causes:

- MARTRAK 2.0 is not user friendly and needs further development to ensure appropriate safety performance variables are properly included and tracked.
- There are insufficient personnel and computer assets to ensure required inputs are made in a timely manner
- Many safety data points (e.g. Class C & D accidents, near misses, and behavioral information) are not captured.
- Lack of interface with other related databases both internal to the Department of the Navy (xBIT, MCTFS, WESII, etc.) and external (e.g., law enforcement)

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Release MARTRAKWEB for IOC	CMC(SD)	01 Jul 04	15 Jul 04	N/A	
MARADMIN to USMC	CMC(SD) and ACMC	15 Jul 04	14 Jul 04	N/A	Draft 17 Jul
Run MARTRAKWEB live for 60 days	CMC (SD)	15 Sep 04		Identify CMC (SD) rep Weekly status update from contractor	Initial review period complete
Evaluate Data collected and Performance	CMC(SD) MCCDC (S&A)	1 Oct 04		Organize working group Schedule meetings	60 day report to Director SD
Prioritize user improvement suggestions	CMC(SD)	01 Oct 04		Schedule meetings with Smartronix rep	Suggestions prioritized
Incorporate selected enhancements from user community to both MARTRAKWEB and WESS II	CMC(SD) Smartronix MCCDC (S&A)	1 Apr 05		Timeline for changes developed	Enhancements and required data fields incorporated

Validate change inputs	CMC(SD) Smartronix MCCDC (S&A)	Completion+30	Solicit input from user community	Changes validated
Assess viability of integration with WESS II	CMC(SD); NSC; Smartronix	15 June 04	Meeting at NSC between MARTRAK and WESS II SMEs	Decision to integrate made
Develop plan to transition from MARTRAKWEB to WESS II (Contingent upon results of action above)	CMC (SD) NSC MCCDC (S&A) Smartronix	July 05	Data migration Parallel enhancements	Plan developed
Include data variables identified under S-12 (Metrics)	CMC (SD) NSC (WESS II rep)		S-12 completion	Required data fields incorporated
Integration of the following: • safety/personnel relevant DOD databases • Civilian law enforcement databases	CMC (SD) M&RA NSC PS	July 05	Establish working group NLT 1 Oct 04 Monthly meetings to determine COAs	COAs developed
Transition MARTRAKWEB to WESS II	CMC (SD) NSC (WESS II rep) Smartronix rep	NLT 1 Jan 06	Training for users on WESS II	Transition complete

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	End User; provide resources
Advocate	Director, CMC (SD)	Bring ideas; Influence outcomes
Implementer	CMC (SD) LtCol. Charleston	
Agent	MARTRAK rep, WESS II rep,	

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
LtCol. Charleston/SSgt Blunt	2	CMC (SD)
Smartronix	3-4	Smartronix
NSC	2	NSC
BST	1	BST

USMC Impacts

Impacts	Impact Description or N/A
Culture	Importance of Safety – Reporting of all mishaps
System	Provides a system capable of easily and quickly capturing critical information from all mishaps.
Leadership	A leadership cultural shift to reporting all mishaps.
Behavior	A system that will provide accurate information on which to make loss prevention decisions.
Other – MARTRAK II	Will provide a mechanism to capture critical safety related behaviors that are producing mishaps
	Supersedes and Database will be migrated to MARTRAKWEB

Critical Success Factors

CSF	How Integrated into Plan
Engagement	Operating Force (Safety Professionals)
Connections	Links to DOD/DON/local databases
Competencies	Internal and external expertise utilized

Verification Mechanism

How do we know that the plan was performed?	Safety data management system that is user friendly and comprehensive is in place
How do know that it had the intended impact?	Leaders are provided with safety data that is meaningful and useable
	Leaders are responding to safety data proactively and taking action to reduce mishaps and exposures to mishaps

Action Item: S-11 Systems Team Issue:

The “systematic” relationship between the Naval Safety Center (NSC) and CMC (SD) is dysfunctional. There is a perception that the NSC is much more Navy than Marine Corps and that USMC does not have ready access to the needed analytical, planning and programmatic services.

Root Causes:

- CMC (SD)'s mission has significantly evolved over the past several years. CMC now expects detailed trend analysis information on a recurring basis.
- The current MOA between the NSC and USMC is not comprehensive with regard to the increased responsibilities of CMC (SD).
- The systematic characteristics of the NSC (symbols, process design, etc.) do not accurately represent the joint nature of the organization.
- NSC's location (US Navy facility), symbols (e-mail addresses, website, name, etc.) and many products are more Navy than USMC oriented.
- NSC Commander's reporting chain does not include a USMC General Officer.
- Lack of USMC field grade leadership in the Ground Safety department of the NSC.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Define CMC (SD)'s mission.	CMC (SD) (Consult with NSC and ESB)	1 Oct 04	Draft completed		Mission written and communicated
CMC (SD) conduct a detailed review of all services required of NSC to fulfill CMC (SD)'s current mission.	CMC (SD) & NSC Working Group	15 Oct 04	Interviews with all personnel at CMC (SD) and NSC regarding services needed/ requested by CMC (SD)		Comprehensive detailed list of requirements provided to NSC Commander.
NSC review requirements defined by CMC (SD) and respond with ability to meet those requirements	Commander NSC and NSC staff	1 Nov 04		Interviews with all personnel who provide services to USMC and written statements of capabilities	Official response to CMC (SD) stating NSC ability to meet requirements
Validate Organizational Structure and institute new structure if necessary	MCCDC(TFS)	01 Jan 05		New Org Chart Unit Roster Position Descriptions	New Relationship/ Structure Personnel Assigned
Address manpower issues if required.	CMC (SD) M&RA	March 05		New Org Chart Unit Roster Position Descriptions	New Relationship/ Structure Personnel Assigned

Design systematic CMC (SD) and NSC relationship that will be effective and durable. The following adjustments should strongly be considered: <ol style="list-style-type: none"> Include mandatory comments from both ACMC and VCNO for the Commander, NSC's fitness report. Rotate NSC Commander and Deputy Commander positions between the USMC and USN. Change the NSC's name to the Navy and Marine Corps Safety Center. Update website and media to reflect name change. Establish a monthly meeting between COM, NSC and Director, SD Explore other opportunities to structure the safety system relationship between the USMC and USN as supportive and consistent with stated values. 	Joint USMC & USN Working Group	01 Dec 04	Appropriate symbols in place	Appropriate changes made to Department of the Navy manuals, directives and organizational charts
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Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC, VCNO	Authorizes action and provides resources
Advocate	CMC (SD), NSC Commander	Establish joint proposal for review by ACMC and Vice CNO.
Implementer	CMC (SD), NSC TBD; USN/M & RA/Personnel Agent	Accomplish actions outlined in plan
BST		Facilitate, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
If known, include estimate	Administrative and planning time to develop an implement plan	

If unknown, identifying resource requirements becomes Team action item	
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USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Proper safety focus
System	Obtain requisite support for USMC safety system
Leadership	Ability to take action based on data analysis
Behavior	Improved safety performance

Critical Success Factors

CSF	How Integrated into Plan
Engagement	CMC (SD) and NSC personnel working the issue jointly
Connections	Inter-service issue though still bounded within the Department of the Navy
Competencies	Personnel with expertise and authority included in working

Verification Mechanism

How do we know that the plan was performed?	Purpose of organization actualized – USMC safety analytical oversight Organizational chart; assignment roster
How do know that it had the intended impact?	More efficient and targeted responses; improved USMC safety performance

Action Item: S-12

Systems Team Issue: Lack of well-defined and comprehensive in-process, outcome and behavioral measurements to accurately assess USMC performance and determine proactive strategies.

Root Causes:

- Currently, safety measures tracked by the USMC are not comprehensive and do not provide needed trend information for Commanders use.
- Lack of access to expertise in both statistics and operational analysis.
- Lack of interface with other related databases both internal to the Department of the Navy (xBIT, MCTFS, WESII, etc.) and external (e.g., law enforcement,)

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Determine what “in process” and “outcome” safety metrics are required to accurately assess USMC safety performance and thereby enable actionable responses.	CMC (SD); NSC; MCCDC (S&A);	01 Dec 04		Group to identify and make recommendations Draft metrics identified	Metrics determined
Define metrics (description, how portrayed, reporting level, process owner, etc.) consistent with <u>attached form</u> . NOTE: Ensure metrics are designed to accurately measure and portray true process performance.	CMC (SD); NSC; MCCDC (S&A);	01 May 05		All metric definition forms completed Measurements incorporated in data management system (MARTRAKWEB or WESS II)	Comprehensive list of metrics
Develop Critical Behavioral Inventory ® (CBI®) for major USMC accident categories by analyzing accident data over the past five-years. Supplement effort with behavioral information from National Highway Transportation Safety Administration (NHTSA) and other agencies.	INCONS	March 05 ESB		Draft CBI® developed	Final CBI® developed with definitions
Develop plan to incorporate behavioral measurements into USMC safety data management system (Coordinated effort with Behavioral Team)	CMC (SD); NSC;	1 May 05		CBI elements prioritized for data management system	Plan to incorporate executed
Develop training on how to mine the database and interpret and use the findings	TECOM CMC (SD)	1 Jan 05		Draft training material and plan developed	Material developed and incorporated into training plan
Provide training described above	TECOM	March 05		Identify personnel that should receive the training	Those identified as needing the training, received it

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Approve and authorize changes; direct resource allocation for changes
Advocate	Safety Division	
Implementer	TBD by Safety Division	
Agent	Studies & Analysis Representative; MARTRAK SME, WESSII SME, XBIT SME, or others as required/necessary	Advice/Coordination

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
CMC (SD) & USMC INCONs		CMC (SD)
NSC		NCS
BST		BST
TECOM		TECOM
MCCDC (S&A)		MCCDC (S&A)

USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Enhance visibility of safety within USMC
System	Facilitate accurate and timely assessment of safety performance
Leadership	Empower proactive leadership by providing useful tools/data resources
Behavior	Increases awareness, identifies risk behaviors, allows leaders to focus resources

Critical Success Factors

CSF	How Integrated into Plan
Engagement	Vertical
Connections	xBIT (I&L), M & RA, MCTIFS, law enforcement agency databases
Competencies	Data analysis, data entry, system design & maintenance

Verification Mechanism

How do we know that the plan was performed?	Metrics in place
How do we know that it had the intended impact?	<p>Improved safety performance</p> <ul style="list-style-type: none"> • In-process • Behavioral • Outcome

HO USMC SAFETY METRICS

SAFETY METRICS

Definitions	
TITLE:	Title
DESCRIPTION:	Detailed description of macro-metric which defines its parameters such that it can be consistently collected, analyzed and used proactively. Good measurements systems are designed to demonstrate process performance and point to ways in which process performance can be improved.
PRESENTATION:	How will metric be presented (e.g., run chart, pareto, box plot, bar graph, etc), and additional factors, such as <ul style="list-style-type: none"> • Meaningful reporting interval (monthly, quarterly, annually) • Length of history • Raw data and/or rate
BENCHMARK:	Benchmarking normally includes mirroring the successful processes of other organizations and using their respective success metrics as a means of comparison. At the initial stages of designing process improvements, it is sufficient (and useful) to merely use comparison measures (benchmark metrics) as a means of determining how one institution compares against others with similar (not necessarily identical) processes. With this method, it soon becomes apparent which institutions have processes worthy of benchmarking in the fullest sense of the term.
DRILL-DOWN CAPABILITY	A detailed description of the variables and components of a metric, such that all participating elements of the organization report under the same rules, definitions and format. What are the factors which should be analyzed to determine causal factors, and some cases, opportunities for intervention? At a minimum, these would normally include: organizational data, environmental factors, activity type, costs, location, behavioral data (CBI derived and others)

REPORTING/ LEVEL & FREQUENCY	A specific reference to the reporting level within the institution that this measurement will be reported and how frequently. Normally, this will result in subordinate organizations reviewing the metric as well see (DISTRIBUTION below). Note: Depending on process performance as depicted by the metric, both the level of reporting and frequency may well change over time.)
GOAL/ THRESHOLD:	An achievable depiction of the desired performance of the measurement being tracked. For this reason, it may be more institutionally prudent to use the terms "Threshold" for most safety metrics as "zero" is normally not attainable
LINKAGE TO STRATEGIC PLAN/ ORGANIZATIONAL VALUES:	Why is measurement important to the organization? Data collection and analysis is an expensive proposition. As such, if the measurement does not have a clear link to the organization's plans and/or values, it is probably not worth the effort and expense required to collect and report the data.
PROCESS OWNER:	The person/role accountable for collecting the measurement and ensuring process adjustments are undertaken when appropriate.
DATA SOURCE:	NOTE: Avoid the common tendency to make the Commander/CEO the owner of all processes.
DISTRIBUTION:	How will these data be collected? By whom?
	In addition to the Reporting Level (above), how will these data be disseminated to other process participants? What vehicle(s) will be used for this purpose?

Action Item: S – 13

Systems Team Issue: MOS resulting from Ground Safety training does not automatically get recorded on individual's Master Brief Sheet

Root Causes:

Individual personnel avoid getting it put into their Master Brief Sheet

There may be a logistical problem preventing it from happening

The burden of making it happen falls on the individual

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Investigate how other MOS's are automatically recorded on an individual's Master Brief Sheet	CMC(SD)	August 2004		Phone call / meeting with M & RA conducted	Methodology identified as to how MOS is recorded on Master Brief Sheet

Institute methodology identified in action line item above	M & RA	August 2004	Verify process	Ground Safety Officer MOS automatically recorded on Master Brief Sheet
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Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes action and provides resources
Advocate	CMC(SD)	Provides ideas, influences outcomes
Implementer	M & RA	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
Agent	M & RA	Facilitate, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
If known, include estimate	1 – CMC (SD) 1 – M&RA	CMC (SD) M&RA
If unknown, identifying resource requirements becomes Team action item		

USMC Intended Impacts of Actions

Impacts	Impact Description or N/A
Culture	Raises the importance of the Ground Safety MOS by making it equal to other MOS's
System	Process put in place
Leadership	
Behavior	Eliminates the need for individual to have to follow up to get the MOS on his/her Master Brief Sheet

Critical Success Factors

CSF	How Integrated into Plan
Engagement	
Connections	
Competencies	

Verification Mechanism

How do we know that the plan was performed?	Process identified and put into place for Ground Safety Officer MOS
How do know that it had the intended impact?	Ground Safety Officer MOS is automatically recorded on Master Brief Sheet

Action Item S - 15

System Team Issue: Behavioral Data is not provided to USMC senior leaders from Mishap Investigations reports causing the Senior leadership to make decision based on absent, inadequate, or faulty data
 (Plan supports Plan S-12)

Root Causes:

Data below the Class A level was sporadic and not reported to senior leaders.
 Behavioral data not gathered

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Review draft Mishap Reporting Order (MCO 5102.1B) for completeness	CMC(SD)	Oct.2004			Copy is marked up for updates
Review current MARTRAK and NSC mishap summaries and other source documents for root causes and behavioral causes.	CMC(SD)	Oct. 2004			Summary report of challenges what do you mean challenges?
Review feasibility of development of a 72-hour history for all Class A accidents to aid mishap investigation and identify behavior trends	USMC JA; USMC PMO; CMC (SD) INCONS	Oct 2004			Decision made and format developed if appropriate
Review local command incident	CMC(SD)	Nov			Reports from commands have been reviewed with feedback

reports for completeness, root causes and behavioral causes for reports below the Class A level.		2004			to CMC(SD) on learnings
Update Mishap Reporting MCO as required.	CMC(SD)	Nov 2004	Draft provided to CMC(SD)	MCO signed	
Review current Ground Incident Investigation training	CMC(SD)	Nov 2004	Meeting established to review	Summary report of challenges	
Update USMC Casualty Reporting Order	CMC(SD) HQMC Casualty Branch	Nov 2004	Change request staffed for review	Change signed and incorporated	
Develop Training Plan update to mishap investigation procedures to reflect changes to MCO	USMC Instructor/ TECOM CMC(SD) BST	Jan 2005	Draft provided for review	Updated course guide is provided	
Provide first updated course to Ground Safety Instructor cadre and NSC ground investigators	CMC(SD)	Mar 2005	Training date on schedule	Course is taught Critiques reviewed	
Coach INCON® and Ground Safety Instructor cadre as they deliver first course	CMC(SD) BST	Apr 2005	Training dates on schedule	Coaching feedback provided	
INCON® Cadre begin teaching Investigation course to in place safety professionals	USMC INCONS	May 2005	Course dates scheduled	Course completion rosters	
Monitor Quality of report root cause data	CMC(SD)	June 2005 and monthly thereafter	Quarterly review by CMC (SD)	MARTRAK Web reports	

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description

Sponsor	ACMC	
Advocate	CMC(SD) and NCS Commander	Authorizes action and provides resources
Implementer	CMC(SD) and Ground Safety School OIC	Provides ideas, influences outcomes
Agent	BST	Seeks action clarity, identifies barriers to action implementation and success, fulfills required work to accomplish action
		Review, facilitate, train, coach, technical expertise

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
Behavioral Incident Investigation Consultant	2 (18 days)	BST
Ground Safety Instructor(s)	TBD (3 days each)	CMC(SD)
INCON® Cadre	5 (4 Days each)	Assigned command

USMC Impacts

Impacts	Impact Description or N/A
Culture	Understand the importance of identifying behavioral causes
System	Provides decision makes complete metrics
Leadership	
Behavior	Behavioral root causes are captured

Critical Success Factors

CSF	How Integrated into Plan
Engagement	CMC(SD), Ground Safety for Marines Instructions, NSC Ground Investigators
Connections	Investigations connected to prevention efforts
Competencies	Investigators provided with skills to provide complete root cause analysis and reports of findings

Verification Mechanism

How do we know that the plan was performed?	Mishap Reporting and CACO MCOS are updated Ground Safety for Marines Course is update First course is taught
How do know that it had the intended impact?	Investigations include complete root causes including behaviors.

Action Item: B-1

Behavior Team Issue: PMV accidents accounted for 65 Marine deaths in 2002 and 54 Marine deaths in 2003.

Root Causes:

- Drinking and Driving
- Driving Fatigued
- Not wearing seat belts
- Showing off in the car
- Speed
- Anger
- Distracted Driving
- Poor perceptual skills
- Antecedents are repetitive and focus on “Don’ts”
- Consequences are not part of the system to shape desired behaviors
- Fail to plan trips or utilize good time management skills

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Develop/identify a screening process to identify high-risk individuals (and method to track performance of high-risk individuals).	CMC(SD) BST			Review of available driver risk screening programs	Screening system selected that ranks Driver Risk Factors
Evaluate whether or not the current DIC (Driver Improvement Course) course teaches the critical skills that drivers need and standardize the course. Consider use of simulation tools and perceptual development tools.	CMC (SD) IC's BST			DIC class audit Survey instructors for program effectiveness	DIC course (AAA, NSC, Drive for Life) that emphasizes skills needed for high risk drivers.
If necessary develop practical risk-based training on the root causes listed above. Use short video segments to demonstrate correct emergency driving procedures that can be reviewed before trips on liberty.	CMC(SD) BST			Script video training segments. Produce short video training segments.	Short, risk based training segments that can augment regular DIC training and can be used prior

Develop/identify a measurement/feedback tool to give instant feedback on abrupt maneuvers. Consideration of legal and warranty issues will be given while researching this tool.	CMC(SD) BST		Review available and feasibility in vehicle measurement feedback tools. selected to passively collect anonymous data for individual feedback.	to liberty trips. In vehicle data measurement and feedback tool selected to passively collect anonymous data for individual feedback.
Perceptual measurements provided and provide information for discussion between NCO and Junior Marine	CMC(SD) BST IC's NCO's		Perceptual measurements identified NCOs trained on how to provide feedback (part of mentoring)	Fewer PMV accidents
Based on the availability and feasibility, measure individual performance and provide coaching feedback using data from instant feedback measurement tools.	NCOs and SNCOs			Frequency and quality of after trip discussions will increase.
NCOs set clear expectations appropriate to risk level of the individual, about driving safety behavior prior to trips and follow up after a trip to discuss the actual performance.	TECOM CMC(SD)		Train NCOs on how to provide specific pre/post trip discussions using personal experience and typical scenarios. (Develop outline for TECOM to integrate into NCO training)	Pre and Post trip briefings focused on risks the Marine faces on the trip occur regularly for all Marines and every time with high risk marines.
Determine feasibility and content of a “combat range” <u>hands on</u> driving course to be taught to high risk drivers. (Evaluate potential to reduce insurance rates for Marines.)	CMC(SD) BST		Driving course locations identified Hands on content developed	High risk drivers complete hands on course to demonstrate proficiency in handling emergency situations
Identify all Marines that operate motorcycles and apply PMV mentoring specifically for motorcycle operations (i.e. by the Base Motorcycle clubs). Require Marines to notify the base commander that they are using a	USMC JAG CMC(SD) Base Commander		Develop a list of Marines who operate motorcycles.	Marines with motorcycles are identified and have pre and post trip briefings specific to

motorcycle				motorcycles on each trip
Require and provide Motorcycle classroom and hands on training to become certified to operate motorcycle. Assure this training is available on a timely basis.	Base Commander CMC(SD)		Identify sources for motorcycle training courses that Marines can attend.	Each Marine that operates a motorcycle demonstrates proficiency in the motorcycle course and receives certification. IG inspected

Roles and Responsibilities

Change Leader/Other	Position\Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC (SD)	Brings ideas, influences outcomes
Implementer	USMC IC's / BST	Actually does the work, seeks clarity – identifies barriers
Agent	BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
Internal Consultants	5	USMC

USMC Impacts

Impacts	Impact Description or N/A
Culture	“Off duty” mindset changes. A Marine is a Marine 24/7 in all situations.
System	Risk assessment guides training for high risk individuals
Leadership	NCOs/SNCOs (all leadership levels) become more involved in influencing Antecedents and Consequences related to critical driving behaviors.
Behavior	Critical behaviors identified and measured.

Critical Success Factors

CSF	How Integrated into Plan
Engagement	NCOs/SNCOs (all leadership levels) should engage in discussions about driving risks with Jr. Marines

Connections	Use Marines to develop specific scenarios and short video clips about high driving risks
Competencies	Development of specific skills to handle high risk driving situations

Verification Mechanism

How do we know that the plan was performed?	<ul style="list-style-type: none"> Risk based screening process used to identify high risk drivers Video clips are used to review high risks before trips All leaders accountable for pre and post trip briefings with their Marines “Combat range” training provided and training records track attendance and performance
How do know that it had the intended impact?	<ul style="list-style-type: none"> Reduced number of PMV fatal accidents Increased measure of safe performance by passive measurement systems. Fewer PMV accidents

Action Item: B-2

Behavior Team Issue: Junior NCOs lack important behavioral change tools for impacting the safety of the Junior Marines

Root Causes:

- NCO doesn't engage in safety leadership at the lowest levels.
- Jr. Marines don't have discussions about behavioral risks and how to reduce exposures
- Safety is viewed as top down only
- Most safety activities are Antecedent driven and don't provide line of sight measures to the Jr. Marine.

Note: Mishaps are not occurring due to lack of safe SOP. The SOPs are not being implemented. We need to focus more on establishing and encouraging the use of a safety “process” that identifies:

What needs to be done?

What are some potential negative consequences?

What actions can I take to avoid the negative consequences?

It is common to say that safety is the responsibility of “leadership.” However, we need to understand that it is the responsibility of every Marine and of every level of leader.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
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Determine IOC (Initial Operating Capability) at FSSG INCON implementations and incorporate lessons learned into TECOM phased roll out	USMC IC's TECOM	USMC IC's TECOM	IOC identified by INCON's Training outlines developed to be deployed by TECOM	TECOM develops training
Implementation of TECOM training. The following elements will be part of the training: Identifying critical behaviors, engaging junior Marines, developing and implementing a monitoring mechanism, providing feedback, and identifying and removing barriers.	USMC IC's TECOM	USMC IC's TECOM	Training outlines developed to be deployed by TECOM	Training conducted and utilized Mishap rates decreased Barriers identified and removed
Integrate behavioral safety process with a standardized mentoring process template that includes behavioral tools and that has consistent measures and that can be adapted to local needs (Use MAG-14 program as input to model)	USMC IC's TECOM CMC (SD)	USMC IC's TECOM CMC (SD)	Develop a template during FSSG implementations	Standard Mentoring Process template provided to local units for adapting as needed with specific directions on how to implement
Review the systems currently in place (e.g., ORM) to identify ways to make them more successful and widely used and how to interface with the Behavioral Safety Processes.	USMC IC's CMC (SD)	USMC IC's NCOs	CMC(SD) and USMC IC's review existing ORM process	Plan to integrate behavioral tools into ORM and connection to Safety Mentoring process.
Integrate PMV behavioral safety process with small group behavioral safety process	CMC(SD) Sgt Major of the Marine	CMC(SD) Sgt Major of the Marine	Acceptance of the PMV behavioral safety process	Number of incidents that occur when two or more Marines are
Add depth to the concept that whenever two Marines are together, one of them is the leader by identifying the specific behaviors and	CMC(SD) Sgt Major of the Marine	CMC(SD) Sgt Major of the Marine	Number of incidents that occur when two or more Marines are	or more Marines are

responsibilities that are expected (In both operational and non-operational situations)	Corps and Command Sgt. Majors	together goes down
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Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC (SD)	Brings ideas, influences outcomes
Implementer	INCON ; TECOM; CMC(SD)	Actually does the work, seeks clarity – identifies barriers
Agent	BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
USMC IC's	5	USMC
TECOM		

USMC Impacts

Impacts	Impact Description or N/A
Culture	Behavioral expectations clearly communicated by upper chain of command and feedback provided in timely manner by unit leaders to enforce expectations and encourage further positive behavior.
System	Measurement systems are proactive instead of only reactive.
Leadership	NCOs and SNCO's must become more involved in influencing Antecedents and Consequences related to critical safety behaviors. Note: Enlisted Marines will look to, and be most influenced by, their 1 st Sergeants. If they reinforce critical behaviors, enlisted Marines are more likely to implement them.
Behavior	Critical behaviors identified and measured. Feedback consistently provided to build desired behaviors

Critical Success Factors

CSF	How Integrated into Plan
Engagement	NCOs involved in teaching and modeling leadership behaviors and providing Antecedents and Consequences.
Connections	Tie into existing command structure
Competencies	Discussions are positive and are in behavioral terms

Verification Mechanism

How do we know that the plan was performed?	The plan is implemented according to its timeline
How do know that it had the intended impact?	Jr. Marines report high understanding of the concern for their safety on duty and after duty by all levels of the command structure. Lower mishap rates Organizational Functioning Survey results

Action Item: B-3

Behavior Team Issue: Staff NCOs through Company Grade Officers lack important behavioral change tools to favorably impact their organization

Root Causes:

- Leaders need to convey the safety commitment from the General Officer level down through the Jr. Marine level effectively.
- Leaders need to incorporate antecedents and Soon/Certain consequences in order to shape desired safe behaviors of Jr. Marines
- Safety stand-downs viewed as punishment as they are held in response to mishaps.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Teach leaders the techniques for identifying high risk critical behaviors and describing them in behavioral terms. Include the vision of the safety commitment from the General Officer level.	USMC IC's TECOM			Training outlines developed to be deployed by TECOM	Percent of Marine Corps leaders that have completed the training
Teach leaders the behavioral feedback skills to enhance desired behaviors and eliminate undesired behaviors.	USMC IC's TECOM			Training outlines developed to be deployed by TECOM	Ongoing mentoring system with clearly defined leader roles at all levels.
Teach leaders to monitor the feedback targets and the quality of interactions of the NCOs in their command.	USMC IC's			Training outlines developed to be deployed by TECOM	Ongoing mentoring system with clearly defined leader roles

	TECOM			at all levels.
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Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC (SD)	Brings ideas, influences outcomes
Implementer	USMC IC's ; TECOM	Actually does the work, seeks clarity – identifies barriers
Agent	BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
USMC IC's	5	USMC
TECOM	TBD by TECOM	TECOM

USMC Impacts

Impacts	Impact Description or N/A
Culture	Safety is discussed openly and in positive terms.
System	Mechanisms for monitoring the agreed upon measures ties into the command structure.
Leadership	Accountability to monitor and maintain measures.
Behavior	Specific discussions about risks occur before and after activities

Critical Success Factors

CSF	How Integrated into Plan
Engagement	NCOs involved in determining individual Marine's liberty extension or restrictions based on safety issues
Connections	Close proximity of NCOs to Jr. Marines makes them well placed to influence behavior
Competencies	Jr. Marines will know clearly the expectations for safety during liberty

Verification Mechanism

How do we know that the plan	Safety mentorship programs implemented which include behavioral feedback skills
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was performed?	
How do know that it had the intended impact?	Jr. Marines report high understanding of the concern for their safety on duty and after duty by all levels of the command structure.

B-4 Issue: New Recruit & Junior Officer Training does not implicitly discuss safety as a force preservation issue.

Root Causes:

- Safety instruction not explicit at Boot Camp.
- Marines are taught to believe they are indestructible
- Need to identify high risk drivers early in their USMC career

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome	Measure(s)
At follow-on schools point out that safety is designed into all training activities, and is ongoing throughout all activities. Emphasize how safety is important to force preservation in both operational and non-operational activities. Includes Safety Learning Objectives being developed by the Systems Team and TECOM	NCOs			Safety precautions already built into ongoing training activities specifically highlighted for explanation	Ongoing training activities always include specific safety briefings and discuss why safety is part of force preservation	
Screen pre-recruits (poolies) for driving risks.	Recruiters			Screening done prior to Boot Camp	Recruit files contain a driver's risk rating to be used in mentoring on liberty driving opportunities	

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC(SD)	Brings ideas, influences outcomes
Implementer	Recruiting commands Boot camp instructors	Actually does the work, seeks clarity – identifies barriers
Agent	USMC IC's / BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
Recruiters administer Driving Risk screening tool		USMC Recruiters
School instructors		USMC

USMC Impacts

Impacts	Impact Description or N/A
Culture	Safety becomes visible early in each Marine's career
System	System emphasizes safety in all operations
Leadership	Engages all levels of leadership in operations safety
Behavior	Safety related critical behaviors become visible to Junior Marines early

Critical Success Factors

CSF	How Integrated into Plan
Engagement	Begin working with poolies and recruits to instill safety alertness from the very beginning
Connections	Touching poolies and recruits at 2 places where all enlisted Marines begin
Competencies	Use existing safety plans in training schools – just communicating specifically.

Verification Mechanism

How do we know that the plan was performed?	Recruits have driving risk ranking by the time they report to Boot Camp. Safety plans are discussed at each activity by leaders at follow-on training schools.
How do know that it had the intended impact?	High and medium risk drivers given more attention by mentor Lower motor vehicle accident rates Fewer mishaps during training exercises

Action Item B5:
Behavior Team Issue: Behavior Based Recognition Programs

Root Causes:

- Safety is usually discussed when things go wrong and seldom discussed when things go right.
- There is a need to build desired behaviors and make them repeat.

- Junior Marines are seldom recognized or rewarded for safety performance in large shops

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Fitness reports designed to include an element related to positive safety leadership	Systems Team		Action item S-5 <u>Changes communicated</u>	Changes recommended and implemented <u>Changes communicated</u>	Fitness reports routinely include an element related to positive safety leadership
Pro Con marks designed to include elements related to positive safety leadership	Systems Team		Action item S-6 <u>Changes communicated</u>	Changes recommended and implemented <u>Changes communicated</u>	Pro Con marks routinely include elements related to positive safety leadership
Develop Unit/Section programs to recognize positive safety performance. Not just results but behavioral performance and Junior Marine safety leadership. (Programs exist)	Local commanders NCOs SNCOs			Programs are developed and approved by ACMC	Programs are being utilized by local commands.

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC(SD)	Brings ideas, influences outcomes
Implementer	NCOs/SNCOs Unit Commanders	Actually does the work, seeks clarity – identifies barriers
Agent	USMC IC's/BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
Changes to FitRep and ProCon systems		USMC Systems Team
Communication of changes		Communications team

USMC Impacts		Impact Description or N/A
Culture		Safety not only discussed in negative terms. Positives added to the system
System		Each unit develops ways to recognize safe performance
Leadership		Recognition of positive safety actions by leaders
Behavior		Positive safety behaviors that get recognized get repeated

Critical Success Factors

CSF	How Integrated into Plan
Engagement	Discussions between leaders and their Marines on safety performance for evaluations
Connections	Ties into the existing measurement system
Competencies	Behaviors are defined to determine positive safety leadership skills

Verification Mechanism

How do we know that the plan was performed?	Fitness reports include positive safety leadership elements. Pro Con marks include positive safety leadership elements. Local positive recognition programs put into place
How do know that it had the intended impact?	Marines discuss safety regularly and in positive terms Marines are receiving recognition for safe behaviors and positive outcomes

B-6 Issue: INCON® Selection and Training

Root Causes:

- Need for internal expertise in the USMC
- Marines will accept the message of the science best from one of their own.
- Resources will be available full time within the USMC.

Steps and Timeline

Action Step	Who	When due	Actual Completion	Milestones	Outcome Measure(s)
Selection of candidates using the Assessment Center process	BST conducts assessments	21 June 04	21 June 04	Assessment Centers conducted at Quantico, IC assignment	5 Marines selected to

	USMC finalizes selection		VA and Ojai, CA	
4 phases of classroom training scheduled for selected candidates	BST	Oct/Nov 04 1 st set of classroom training 2 nd set of dates TBD	Completion of each of 4 weeks of classroom instruction.	IC's successfully complete classroom training for preparation of field coaching events
Field coaching location to be determined by CMC (SD) and BST	CMC(SD) BST	Aug 04	Letters to commanders soliciting field coaching sites. Planning meeting visits conducted.	2 field coaching sites selected
Field coaching conducted at FSSG sites for pairs of Internal Consultants	BST	Mar 05	Meeting schedule of field coaching events	IC's successfully complete all field coaching events at FSSG sites.
USMC IC's monitor existing DIC classes to gain knowledge of how to integrate behavioral principles and tie into the high risk factors.	USMC IC's BST	Jan 05	USMC IC's and BST scheduled to attend DIC to audit class	USMC IC's complete auditing of DIC class

Roles and Responsibilities

Change Leader/Other	Position/Name	Role Description
Sponsor	ACMC	Authorizes the change – provides resources
Advocate	CMC (SD)	Brings ideas, influences outcomes
Implementer	INCON's and BST	Actually does the work, seeks clarity – identifies barriers
Agent	BST	Facilitates, coaches, technical expert

Resources Requirements

What (People, Time, Dollars)	Quantity Required	Provider
People to be trained as INCON's	5	USMC

Field Coaching project site	2	USMC
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USMC Impacts

Impacts	Impact Description or N/A
Culture	Resources dedicated to applying behavioral principles for force preservation.
System	Billets approved for IC's in each MEF and MARFORRES
Leadership	Behavioral skills included in training and consulting done by IC's
Behavior	4 elements of behavioral safety applied in USMC force preservation activities

Critical Success Factors

CSF	How Integrated into Plan
Engagement	USMC IC's selected from a pool of candidates
Connections	USMC IC's represent each MEF and MARFORRES
Competencies	Behavioral consulting skills built into existing command structures

Verification Mechanism

How do we know that the plan was performed?	<ul style="list-style-type: none"> - 5 high quality officers selected from the Assessment Center - Classroom training milestones accomplished - Field coaching milestones accomplished
How do know that it had the intended impact?	<ul style="list-style-type: none"> - Successful implementations of BBS in field coaching projects. - INCON's requested to assist in other behavior implementation action items. - Widespread use of behavioral skills in all safety activities.

Reference to Action item S-5:

MMSB INFORMATION PAPER AND SD'S FITREP PROPOSAL OF AUG 2000 FOR FURTHER INSIG
UNCLASSIFIED

MMSB
22 JUN 04
INFORMATION PAPER

SUBJECT: BST MISHAP REDUCTION INITIATIVE

ISSUE: DOES THE PES MANUAL (MCO P1610.7E) NEED TO

INCLUDE CHANGES TO SUPPORT THE SUBJECT INITIATIVE

FACTS:

1. Any directive or MARADMIN promulgating Mishap Reduction Initiative should emphasize the evaluation tools listed in paragraphs 3 through 6 below.
 2. As a result of a meeting on 15 June 2004 regarding Marine Corps safety issues, Col. Fred Wegner, Head of Safety Division (SD), prepared a list of items to brief to the ACMC and the CMC. Among those items was a recommendation for a possible change to the PES Manual and/or MARADMIN emphasizing previous changes regarding safety issues. The change, in essence, would involve the addition of a fifteenth graded attribute to the fitness report form that would solely evaluate safety functions and applications.
 3. Effective 1 April 2002, Change 3 to the PES Manual directed reporting seniors to make fitness report section I comments on the Marine Report On (MRO) fulfillment of the Corps and command's safety policies, especially those filling XO billets. See Tab A.
 4. Effective 16 January 2003, Change 6 to the PES Manual directed section I comments on "extent to which all Marines, especially those whose billet specifically involves planning, supervision, training, and operational responsibilities, and in exhibiting operational risk management (ORM)." The change also directed section I comments for those aviators, flight officers, and aviation support personnel whose duties called for display of "airborne judgment." See Tab A.
 5. There are three attributes of the existing 14 graded attributes that are tailor made for evaluating safety performance when applicable and appropriate; i.e., E-3, Initiative; F-2, Developing Subordinates; G-3, Judgment.
 6. A copy of the highlighted fitness report pages containing the performance-anchored attributes is at Tab B. The Performance Anchored Rating Scale (PARS) wording is highlighted to reflect what is desired in sound safety performance; i.e., awareness, decisiveness, training, experience, wise judgment.
 7. The tools for evaluating individual Marines in fulfilling their safety responsibilities already exist on the fitness report form and instructions contained in the PES Manual.
 8. The addition of a fifteenth attribute is doable with the following expensive of resources:
 - the five page FitRep now becomes a six page FitRep.

- changes to the PES database, MBS format, and digital board room system.
 - changes to Windows Front End application program to prepare FitReps.
 - MASS and TFRS will be affected.
 - the recently fielded automated PES (A-PES) will require changes.
- Estimated \$1 million cost of system changes, with earliest implementation in 2006, for PES alone.

WILLIAM G. SWARENS
Head, Personnel Management
Support Branch

UNCLASSIFIED

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Reference to Action item S-7

Questions for USMC JAG Officer

Desire the NCO to set start time for liberty within the bounds of CO's intentions.

NCO determines the start of the workday for his/her Marines.

NCO ensures the health and welfare of assigned Marines through routinely checking living quarters conditions and liberty plans.

NCO can curtail liberty within limits prescribed (limits??).

NCO can prescribe EMI (what is EMI?) to correct military performance discrepancies.

NCO Board prior to Office Hours. (what does this mean?)

Issue: NCOs and SNCOs are viewed as key players influencing Jr. Marines, but their role has diminished from strong history in Marines.

The following are a list of NCO/SNCO Authorities and Responsibilities that the Team said the NCO/SNCO should have and execute. The number represents the Team's weighted vote on importance. (how much of this is different from what they have now? How do the elements below fit into the action plan?)

NCO/SNCO Authority
Effect Pro/Cons (write Pro/Cons) 27
Exercise Discipline 23
Set commencement time for liberty 19

Enforce CO's intent	7	
Make a positive decision based on safety	7	
Give extra duty	3	
Enter a Marine's Room	3	
Responsibility		
Incentives for safety – into FitRep or Pro/Con	21	
Mentor his/her Marines	15	
Train your Marines in ORM	15	
Know and approve liberty plans	13	
Stop operations viewed as unsafe	10	
Elevate Risk Assessment to the appropriate level	10	
Use good judgment	4	
Core Values training for your Marines	3	
Accompany your Marines to Court, Office Hours/etc	2	
Report actions to Senior(s)	2	
Provide Feedback for excellent safety Performance	0	
Have all Marines in the fight	0	
The below steps were the first cut at an implementation plan.		
Steps		
Written		
MCO		
ALMAR		
Safety campaign		
IRAM		
Legal Issues		
Training		
Leadership Courses		
MTT		
Video		
PME's		
MCI		
Off-site Mentor meetings		
Marine Net		
PAO		
Mentor Certification		
Enforcement		
Pro/Cons		

FitReps

IG Inspections

Reports on Implementation progress

The above steps were consolidated from the below brainstorm lists

Sequential Approach

ALMAR

Video

MCI

MTT

MCO

Media Coverage

Leadership Schools Course of Instruction

Update Safety Campaign Plan

Off-site (sponsored) Mentoring Training discussion

Do your leaders Job for a day

Physical Change to Pro/Con and FitRep forms

Certificate for Major level mentor qualification

Senior Leaders talk with marines about subject

Look at and address perceived legal issues.